

THE JOINT CHIEFS OF STAFF
JOINT SUBSIDIARY PLANS DIVISION

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SPDM-331-52
6 August 1952

MEMORANDUM FOR THE PSYCHOLOGICAL STRATEGY BOARD:

029755

CIA TSG NO.

Subject: Psychological Strategy Plan with Respect
to Germany (PSB D-21).

1. I have briefly reviewed the subject paper, and except as noted in paragraph 2 below, consider it to be acceptable from the military point of view. In the paragraph following, I offer for the Board's consideration, several suggested changes to the paper. Due to the short time available, I have not been able, in all cases, to propose specific wording.

2. From the military point of view, I recommend changes as follows:

✓ a. Reference the title. Change to read: "A National Psychological Strategy with Respect to Germany."

REASON: If other changes, recommended below, are accepted, this will be a more accurate title.

✓ b. Reference Section I (page 1). Change first line to read: "To formulate a national psychological strategy with respect to: etc."

REASON: Planning specific courses of action is the responsibility of the various departments and agencies. The latter require guidance and coordination in the form of a national psychological strategy.

✓ c. Reference Part A, Section III, page 3.

(1) Change "Assumptions" to "Estimate of the Situation."

REASON: A more accurate title for what follows. An assumption is an assumed situation which must exist, for a plan to be valid. This plan would remain valid even though certain of the listed situations did not exist as described.

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(2) Add a new "Part A - Assumption. That the state of 'cold war' continues substantially as at present."

REASON: This is the fundamental assumption on which the plan is based. If either hot war or true peace were to develop, the plan in all respects would not apply.

d. Reference Part B, Section III, page 5. This part, together with Section IV and Part A of Section V, constitute the heart of the strategy. I recommend that they be grouped into one section in order to give them proper emphasis.

e. Reference paragraph 4, Part B, Section V, page 16. Change to read: "Suggested actions in support of this national psychological strategy are listed in Annex ____."

REASONS:

(1) It is believed that the Board as such, should not assign specific actions to the Department of State, the Department of Defense, the CIA, and the MSA.

(2) In any case, the national psychological strategy is weakened, rather than strengthened, by prescribing specific actions as it tends to restrict the initiative of operating agencies to the actions prescribed. The departments and agencies should be requested to prepare detailed plans for all possible actions which they can take, alone or in coordination with others, in order to give positive dynamic support to this national strategy.

f. Reference Part C, Section V, page 17. This should be an annex, rather than an integral part of the national strategy. It should include an introductory paragraph to make clear that the actions and action-agencies are listed for the purpose of providing illustrative examples as guidance and that they are neither mandatory nor complete.

REASON: The excellent work of the panel should be preserved as an aid to detailed planning.

g. Reference paragraph 1 c, Part C, Section V, page 17.

(1) Add a similar paragraph to apply to allied nationals other than military forces and their dependents (such as, for example: tourists, business men, State Department and other officials, etc.)

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REASON: Although the group in question is by far the largest, it is erroneous to assume that it is the only one whose behavior and attitudes are significant. To single out this group as a subject for encouragement on "appropriate" behavior is needlessly pointed.

(2) Delete, in lines 3 and 4, the phrase "including the reduction...forces."

REASON: This assumes that the existence of "unjustified" special privilege facilities is a fact-- and a fact which applies only to the defense forces. Such an assumption is false, or at least open to dispute. Because of the size of this group of allied nationals, any attempt to integrate it into the local social life would be unrealistic, if not extremely undesirable. Certain group facilities must be provided for the troops and their families, and the existence of these is bound to create a certain amount of resentment and jealousy. The important thing here is to minimize the adverse psychological effect on the local populace without denying to allied nationals the general facilities needed for their moral and physical well-being. These general facilities are not in the category of special privileges.

h. Reference paragraph 2 h, Part C, Section V, page 19. The feasibility of this proposed action has not as yet been determined. It should be included as a suggested action, as recommended in subparagraph f above.

i. Reference paragraph 4 c, page 9; paragraph 3 i, page 20; and paragraphs 2 b, c, and d, page 24. Since these paragraphs refer to non-attributable activities, they should not be included here, but in Annex "B".

j. Reference Section VI, page 30. Rewrite to eliminate the mandatory procedure. Better and faster results can be achieved by using a method similar to the proposal offered in paragraph 4 below.

3. Annex "B" has been reviewed separately from the basic paper. I have no comment to offer, from the military point of view, regarding this Annex. I would suggest, however, that an introductory statement be included, to indicate with which part of the basic document Annex "B" is identified. It appears that this should be Section V, Part B.

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4. Subject to the changes recommended above, I believe that the paper expresses a workable national psychological strategy with respect to Germany, and I recommend that it be approved as such and promulgated as guidance to all appropriate departments and agencies of the Government. In addition to that, I believe that the Board should take steps to ensure that positive actions are planned and implemented by all appropriate departments and agencies in pursuance of this approved national psychological strategy. I recommend that it be done by memoranda from the Board, addressed to appropriate action departments and agencies, requesting that they:

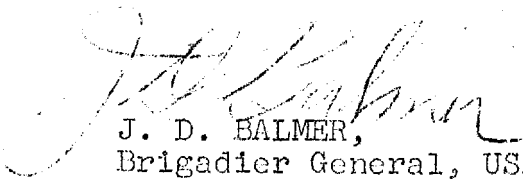
a. Issue the national psychological strategy to subordinate echelons for immediate use as guidance.

b. Draw up plans for all possible positive actions which they can take, alone or in coordination with others, in support of this approved national psychological strategy.

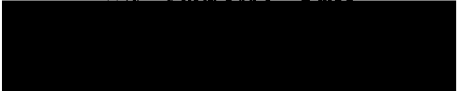
c. Present these plans, by a certain date, to the Director, PSB, for coordination.

When coordination is completed, the plans would be returned to the departments and agencies, recommending any changes required by the coordinating process, and requesting implementation. Such implementation would be under the general guidance of the Ambassador, using the method prescribed in PSB D-14c.

5. I recommend that PSB D-21 be recommitted to the staff with instructions to revise it as suggested above, and for preparation of appropriate forwarding memoranda.


J. D. BALMER,
Brigadier General, USA,
Chief.

Copies to:

Mr. Bruce, D/State
Mr. Foster, OSD
General Smith, CIA


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SOURCE	SPDM-331-52	6 Aug 52
DOC. NO.	6 Aug 52	jlj
DOC. DATE	cy # CIA-1	
COPY NO.	4 pgs tot	
NUMBER OF PAGES	none	
NUMBER OF ATTACHMENTS		
	1 copy only rec'd - per CTSC - jlj	

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